

Strategic Plan

2011 - 2013



North Carolina State Highway Patrol

An Internationally Accredited Law Enforcement Agency

Colonel Michael W. Gilchrist, Commanding
April 2011

April 2011



**North Carolina State Highway Patrol
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Governor

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State Highway Patrol

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11 April 2011

Extraordinary times confront the State of North Carolina and its Highway Patrol; however, I have no doubt our employees are capable of surmounting the challenges ahead. We possess a shared interest in exceeding expectations by utilizing our strengths and diminishing identified weaknesses to provide for the safety of all North Carolinians. The 2011-2013 Strategic Plan serves to guide employee focus and performance in pursuit of the Division's mission and vision. Furthermore, the plan communicates our priorities to the public and our external partners. The priorities incorporated into the plan are highway safety, employee training and development, and resource acquisition.

This document was constructed by employees selected for service on the Strategic Planning Committee because of the unique responsibilities associated with their positions. Committee members were strongly encouraged to solicit information and input from employees so as to fully contribute to goal, objective, and action guideline development. Additionally, employees were given an opportunity to provide feedback on the initial draft of the plan through two distinct methods – direct feedback with supervisory personnel and an internet survey. The contents of this plan truly reflect the mission, vision, and values of our organization.

The Patrol has made great strides from accomplishing strategic goals of past plans, and I am confident we will realize further success from our pursuit of 2011-2013 goals, but we can only achieve these goals if every employee embraces dedication, innovation, and a continued commitment to public service. Section work plans developed relative to this plan must support the goals and assist in achieving the slated objectives for those goals. Teamwork and a concerted effort by all employees are positive steps toward defeating many obstacles provided we collectively embrace a common resolve of betterment for both the organization and the citizenry.

The accomplishments of our Division are the direct result of effort expended by our employees everyday. I am proud to serve as chief executive of an organization where its employees demonstrate a commitment to our professional, ethical, and organizational values. I believe the Patrol continues to make a difference on the highways of this state and in the communities we serve, and I want to personally thank you for contributing to a safer North Carolina.

Sincerely,

A handwritten signature in black ink that reads "Michael W. Gilchrist".

Michael W. Gilchrist
Colonel
Commanding

MWG:jci



An Internationally
Accredited Agency

Law Enforcement Oath of Honor

On my honor, I will never betray my badge, my integrity, my character, or the public trust. I will always have the courage to hold myself and others accountable for our actions. I will always uphold the constitution, my community, and the agency I serve.



**In honor of our
courageous troopers
who made the
ultimate sacrifice
by giving their lives
in the line of duty.**





CODE OF PROFESSIONAL ETHICS

In America, where the supremacy of public opinion is assured, it is essential that the system upon which public safety depends is developed to a high degree of efficiency and that it is administered in a manner to assure the continued approbation and respect of the public. Voluntary compliance with the law is enhanced when the public holds the law enforcement agency and its members in high esteem.

Rules cannot be drawn that will prescribe in specific detail the manner in which all the duties of law enforcement officers shall be performed. The problems of police service are many and they are subject to the influence of the constant development of public administration. This Code of Ethics describes the basic objectives sought and provides general rules for the performance of the manifold duties of law enforcement officers.

I. BASIC OBJECTIVES

- To encourage fair and impartial enforcement of the laws and the protection of individual rights.
- To elevate the standing of the profession in the public mind, and to strengthen public confidence in law enforcement.
- To encourage law enforcement officers to fully appreciate the responsibilities of their office.
- To develop and maintain complete support and cooperation of the public for law enforcement.
- To insure the effectiveness of the service by encouraging complete cooperation of its members for their mutual benefit.
- To strive for full coordination of effort in all official relationships with other governmental bodies.
- To consider police work an honorable profession and to recognize in it an opportunity to render a worthwhile service to society.



II. GENERAL RULES OF OFFICIAL CONDUCT

- Members of the North Carolina State Highway Patrol shall be courteous; they shall recognize their responsibilities as public servants and shall be particularly attentive to citizens seeking assistance or information or who desire to register complaints or give evidence.
- They shall accept their responsibility to the public by being punctual in their engagements and expeditious in the performance of their duties.
- They shall regard their office as a symbol of public faith, and in the discharge of their duties, be constantly mindful of their primary obligation to serve the public efficiently and effectively.
- They shall administer the law in a just, impartial, and reasonable manner; and shall not accord to some more reasonable treatment than to others. They shall recognize their authority is a public trust and at no time use the power of their office for their own personal advantage.
- They shall be true to their obligation as custodians of public property and shall bear in mind that the misuse or waste of public property is equally as reprehensible as the misuse or waste of money from the public treasury.
- They shall not betray this public trust in the administration of their office by accepting gratuities or favors from those with whom they may have official dealings.
- They shall cooperate fully with all public officials to the end that the safety and general welfare of the public will be assured. They shall not permit jealousies or personal differences to influence their cooperation with other agencies or with one another.
- They shall add to their effectiveness by diligent study and sincere attention to self-improvement. They shall welcome the opportunity to disseminate practical and useful information relating to matters of the public's safety and welfare.
- They shall so conduct their public and private lives that the public will regard them as examples of stability, fidelity, and morality.
- They shall bear faithful allegiance to their government, and be loyal to their profession. They shall accept, as a sacred obligation, their responsibility as citizens to support the Constitutions and Laws of the United States and of the State of North Carolina; and as public servants, they shall consider the privilege of defending the principles of liberty, as defined in our Constitution and Laws, the greatest honor that may be bestowed upon any person.



TABLE OF CONTENTS

Mission Statement 6

Vision Statement 6

Ethical and Organizational Values..... 6

Goals Summary 7

Trends and Implications 9

Goal 1 17

Goal 2 21

Goal 3 23

Goal 4 26



MISSION STATEMENT

The mission of the North Carolina State Highway Patrol is to ensure safe, efficient transportation on our streets and highways, reduce crime, protect against terrorism, and respond to natural and manmade disasters. This mission will be accomplished in partnership with all levels of government and the public, through quality law enforcement services and education based upon high ethical, professional, and legal standards.

VISION STATEMENT

The North Carolina State Highway Patrol will set the standard for excellence in law enforcement.

ETHICAL AND ORGANIZATIONAL VALUES

Integrity

A sincere commitment to justice and diversity while maintaining the ethics of the Patrol through honor, respect, and moral courage.

Loyalty

Faithfully serve the public consistent with the policies of the North Carolina State Highway Patrol.

Professionalism

Demonstrate a clear sense of commitment, personal direction, and best practices to provide excellent service. Empower employees to be creative, decisive, and accountable.



GOALS SUMMARY

The North Carolina State Highway Patrol has four (4) primary goals:

GOAL ONE

To implement and effectively utilize conventional as well as highly innovative approaches to enforcement and education for the reduction of fatal and serious traffic related injuries.

Goal Tender:
Director of Field Operations



GOAL TWO

To increase and strengthen mutually beneficial partnerships which support the Patrol's mission of promoting public safety.

Goal Tender:
Director of Professional Standards



GOAL THREE

To create a work environment that develops and sustains a professional and productive work force.

Goal Tender:
Director of Training



GOAL FOUR

To improve the operational readiness of the infrastructure of the North Carolina State Highway Patrol.

Goal Tender:
Director of Support Services



TRENDS AND IMPLICATIONS

North Carolina – Traffic Safety Performance Assessment

The tables and charts below reflect trends in collision statistics for North Carolina and as compared to national collision trends based on reporting to NHTSA and the FARS system.

Traffic Safety Performance (Core Outcome)* Measures for North Carolina

Core Outcome Measures		Year				
		2005	2006	2007	2008	2009
Traffic Fatalities	Total	1,547	1,554	1,676	1,428	1,314
	Rural	1,054	1,087	1,226	1,010	964
	Urban	493	467	450	418	350
	Unknown	0	0	0	0	0
Fatalities Per 100 Million Vehicle Miles Driven**	Total	1.53	1.53	1.62	1.4	
	Rural	2.75	2.86	3.19	2.72	
	Urban	0.78	0.74	0.69	0.65	
Passenger Vehicle Occupant Fatalities (all Seat Positions)	Total	1,149	1,181	1,237	1,029	962
	Restrained	532	575	584	495	494
	Unrestrained	522	534	541	476	417
	Unknown	95	72	112	58	51
Alcohol-Impaired Driving Fatalities (BAC=.08+)***		429	421	497	423	363
Speeding-Related Fatalities		562	538	622	474	517
Motorcyclist Fatalities	Total	152	150	201	169	155
	Helmeted	141	134	187	154	140
	Non-helmeted	11	14	14	14	15
	Unknown	0	2	0	1	0
Drivers Involved in Fatal Crashes	Total	2,130	2,106	2,217	1,871	1,772
	Aged Under 15	3	3	6	0	4
	Aged 15-20	286	264	264	227	202
	Aged Under 21	289	267	270	227	206
	Aged 21 +	1,811	1,819	1,923	1,627	1,543
	Unknown Age	30	20	24	17	23
Pedestrian Fatalities		164	172	172	160	146

*These Performance Measures were developed by the National Highway Traffic Safety Administration (NHTSA) and the Governors Highway Safety Association (GHSA) (See Publication: DOT HS 811 025)

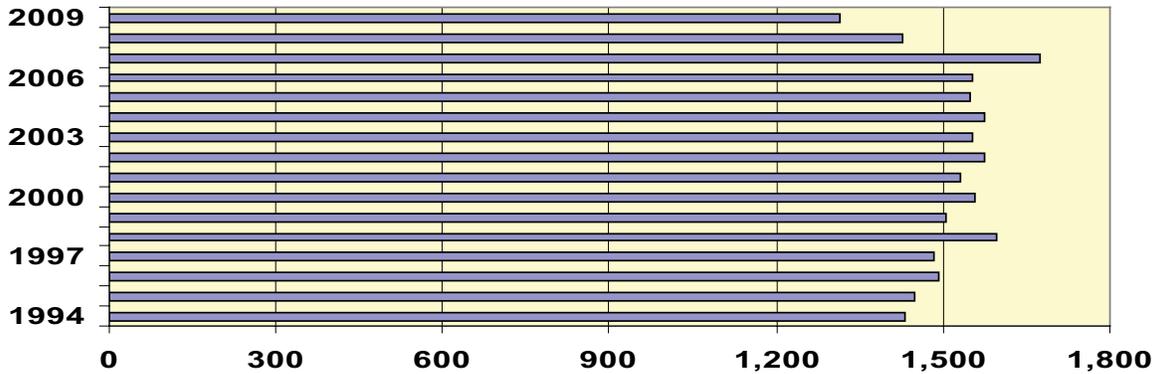
**2009 State Vehicle Miles Traveled (VMT) Data is not yet available.

***Based on the BAC of All Involved Drivers and Motorcycle Riders Only

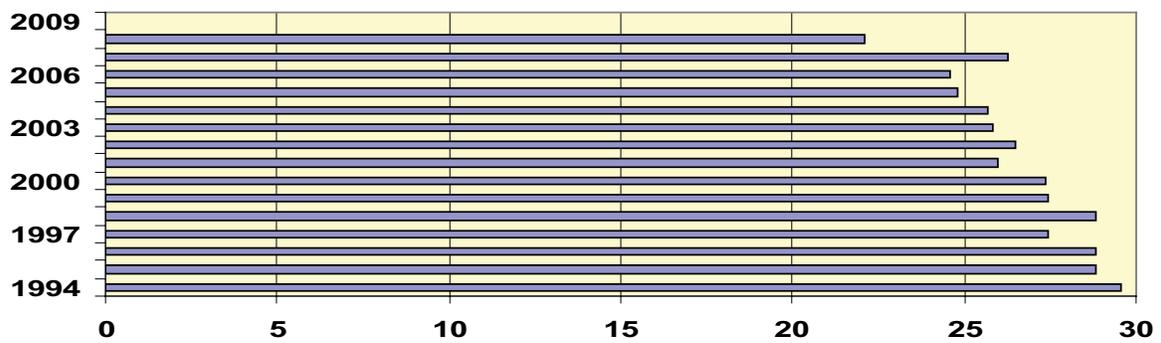


Fatality Measures in North Carolina (FARS/NHTSA)

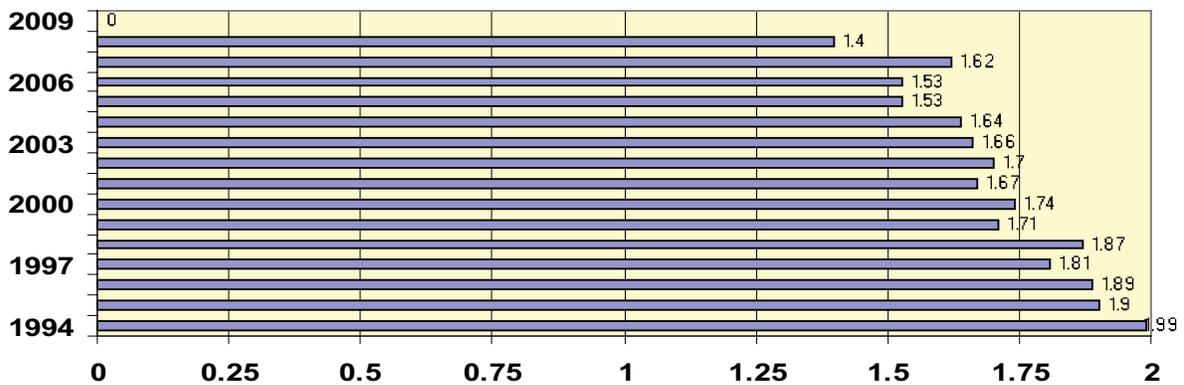
Fatalities in North Carolina



Fatality Rate Per 100,000 Licensed Drivers

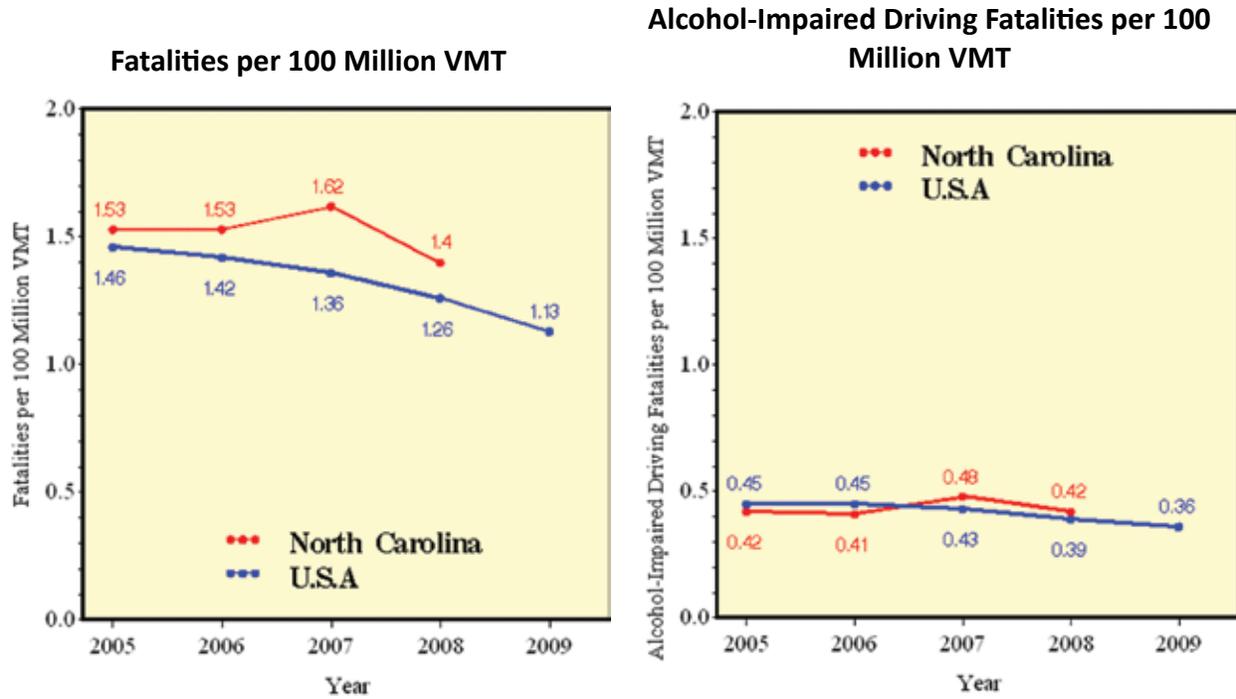


Fatality Rate Per 100 Million VMT





North Carolina as Compared to National Fatality Measures



2009 National VMT is a Preliminary Estimate and Subject to Change
2009 State Vehicle Miles Traveled (VMT) Data is Not Yet Available

**Fatalities by Crash Type**

Crash Type	2005	2006	2007	2008	2009
Total Fatalities (All Crashes)*	1,547	1,554	1,676	1,428	1,314
- (1) Single Vehicle	855	905	954	867	760
- (2) Involving a Large Truck	204	152	168	162	124
- (3) Involving Speeding	562	538	622	474	517
- (4) Involving a Rollover	441	493	544	443	388
- (5) Involving a Roadway Departure	918	965	1,045	869	820
- (6) Involving an Intersection (or Intersection Related)	265	252	273	222	199

(1) Crash Involved Only One Coded Vehicle

(2) Crash Involved at Least One Large Truck

(3) Crash Involved at Least One Vehicle Speeding

(4) Crash Involved at Least One Vehicle That Rolled Over

(5) Crash Involved at Least One Vehicle That Departed the Roadway (FHWA Definition)

(6) Crash Occurred Within an Intersection or Within the Approach to an Intersection

*A Fatality Can Be in More Than One Category. Therefore Sum of the Individual Cells Will Not Equal the Total Due to Double Counting



Five Year Trend for the Top 10 Counties of 2009 – Fatalities

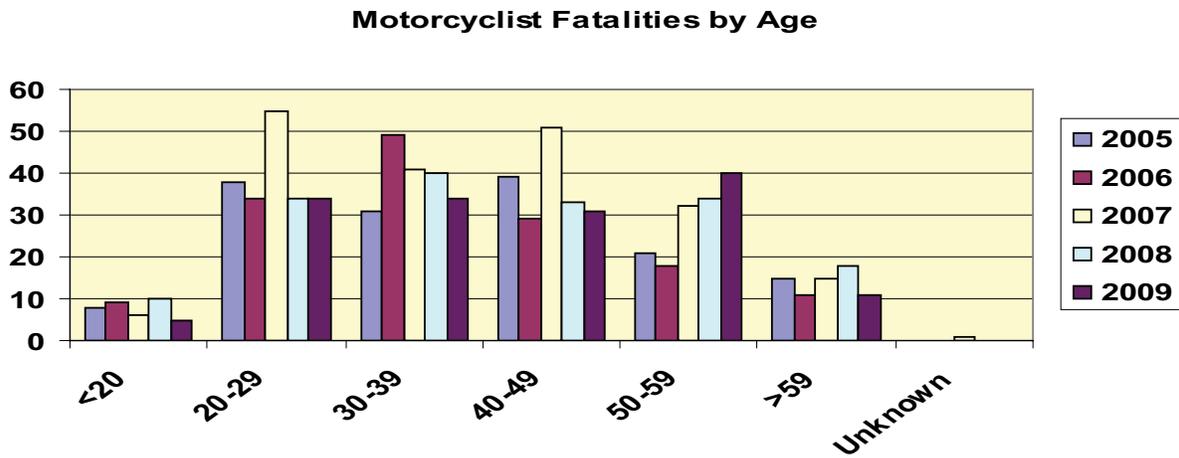
Counties by 2009 Ranking		Fatalities					Percent of Total				
		2005	2006	2007	2008	2009	2005	2006	2007	2008	2009
1	Wake County	60	78	61	75	69	4	5	4	5	5
2	Mecklenburg County	84	89	88	70	67	5	6	5	5	5
3	Robeson County	44	71	72	57	52	3	5	4	4	4
4	Cumberland County	61	54	55	36	50	4	3	3	3	4
5	Guilford County	81	42	61	68	44	5	3	4	5	3
6	Johnston County	32	33	54	35	35	2	2	3	2	3
7	Catawba County	20	23	25	26	29	1	1	1	2	2
8	Onslow County	24	33	33	29	29	2	2	2	2	2
9	Columbus County	17	30	12	27	28	1	2	1	2	2
10	Forsyth County	32	37	33	38	28	2	2	2	3	2
<i>Sub Total 1. *</i>	<i>Top Ten Counties</i>	499	510	528	470	431	32	33	32	33	33
<i>Sub Total 2. **</i>	<i>All Other Counties</i>	1,048	1,044	1,148	958	883	68	67	68	67	67
<i>Total</i>	<i>All Counties</i>	1,547	1,554	1,676	1,428	1,314	100	100	100	100	100

*This Sub Total is the Total for the Top Ten Counties

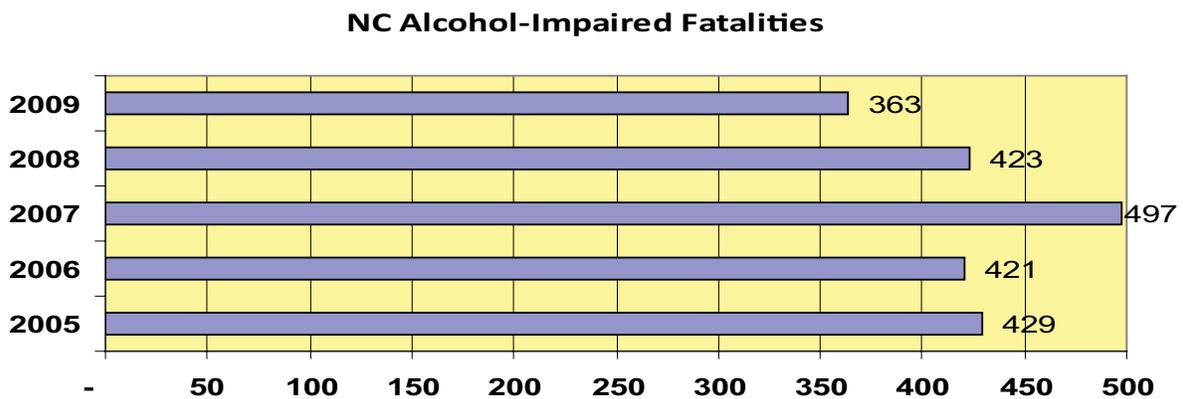
**This Sub Total is the Total for all Counties outside the Top Ten



North Carolina Motorcyclist Fatalities by Age



Alcohol and Drug Related Measures in North Carolina

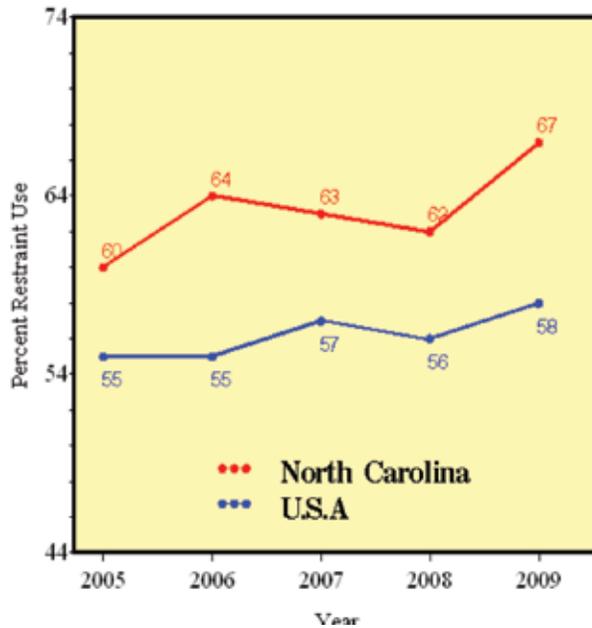


Based on the BAC of All Involved Drivers and Motorcycle Riders Only
2009 National VMT is a Preliminary Estimate and Subject to Change
2009 State Vehicle Miles Traveled (VMT) Data is Not Yet Available

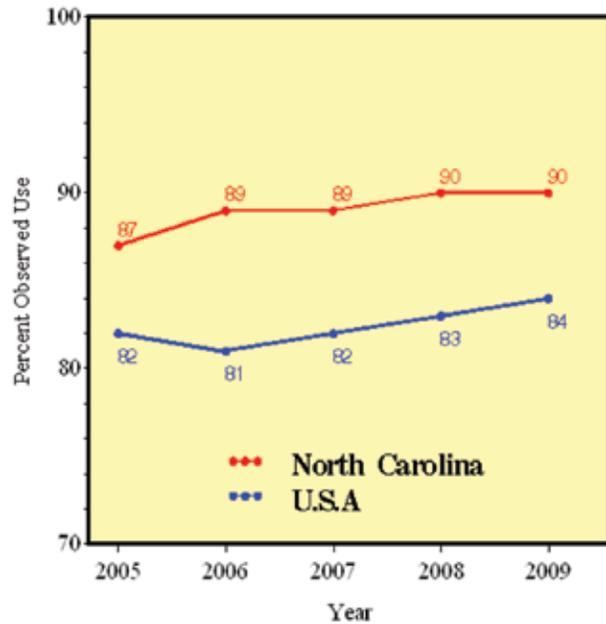


North Carolina Seat Belt Measures

Daytime Front Seat (Outboard Only)
Passenger Vehicle Occupant Fatalities
Aged 5 and Over, by Percent Restraint Use*



Daytime Front Seat (Outboard Only)
Passenger Vehicle Occupants Observed
Aged 5 and Over, by Percent Restraint Use**



*Percent Based Only Where Restraint Use Was Known

**USA Data: National Occupant Protection Use Survey. North Carolina Data: State Survey



Passenger Vehicle Occupant Fatalities Age 5 and Above by Restraint Use and Lives Saved Estimates

Year	Fatalities Age 5 and Above*					Lives Saved Estimates**	
	Total	Restrained	Unrestrained	Unknown Restraint	Percent Known Restrained*	Lives Saved at Current	Potential Additional
				Use		Belt Use	Lives Savable at
							100% Usage
2005	1,133	522	516	95	50	628	166
2006	1,159	560	528	71	51	675	173
2007	1,224	575	537	112	52	729	177
2008	1,014	485	472	57	51	587	137
2009	946	483	413	50	54	580	125

*Percent Based Only Where Restraint Use Was Known

**Lives Saved Estimates (Sum of columns may not equal other published numbers due to rounding)



GOAL ONE

To implement and effectively utilize conventional as well as highly innovative approaches to enforcement and education for the reduction of fatal and serious traffic related injuries.

OBJECTIVES

1. Implementation of innovative analysis and data visualization tools and methods (geographic information system) for improving the Highway Patrol's crash reduction mission by the end of 2013.

Action Guidelines

- A. Secure upgrade to TraCS software that will include automated capture of latitude and longitude coordinates. The table of coordinates will be limited to North Carolina and surrounding counties.
 - B. Secure funding to purchase GPS antennas.
 - C. Secure reoccurring funding for air card connectivity.
 - D. Utilize data as part of intelligence based policing.
2. Continue to be a national leader and innovator in commercial motor vehicle enforcement through the annual development of the size and weight state enforcement plan and the commercial vehicle safety plan.

Action Guidelines

- A. Write and submit annual enforcement plans to Federal Motor Carrier Safety Administration and Federal Highway Administration for approval.
- B. Continue to involve troop level operations during planning.
- C. Continue in the development of partnerships at the national level.



3. To improve teen-driving behavior through the use of conventional and innovative application of enforcement and educational programs based on causative factors.

Action Guidelines

- A. Develop troop-specific action plans that address contributing factors of teen fatalities by the end of the fourth quarter of 2011.
 - B. Implement programs and allocate resources throughout each troop.
 - C. Develop a tool for program evaluation and measure changes.
 - D. Develop partnerships with other safety stakeholders.
4. Utilization of education and partnerships to aid in the reduction of motorcycle crashes.

Action Guidelines

- A. Expand the current network of “partners” (dealers, motorcycle clubs, employers, insurers, etc.).
- B. Continue to expand the Bike Safe program statewide.
- C. Work with military installations to increase motorcycle safety through traffic safety programs.
- D. Deploy SHP motorcycle units to high risk collision corridors to assist with collision reduction.



5. Continue to work closely with NCDOT construction and traffic engineering personnel to develop and document effective methods for utilizing enforcement to protect both the worker as well as the motorist in the work zone environment.

Action Guidelines

- A. Continue to follow the HAWKS protocol set through Field Operations to increase enforcement in work zones.
 - B. Seek recurring funds to provide additional enforcement presence in work zones.
 - C. Maintain regular contact with local DOT officials through attendance at regional DOT planning meetings.
6. Conduct educational outreach efforts to inform motorists about the risks of distracted driving.

Action Guidelines

- A. Implement effective "hands-on" educational approaches that are able to engage drivers in ways that clearly demonstrate the impacts of driver distraction.
 - B. Reach out to other safety stakeholders to identify best practices of reducing driver distractions.
 - C. Continue to implement and utilize traffic safety programs.
7. To actively support State and National level research efforts focused on the development and evaluation of effective applications of technology to increase enforcement effectiveness without the need for additional manpower, vehicles, or fuel.

Action Guidelines

- A. Establish a working group to identify promising technology applications.
- B. Continue to participate and evaluate the virtual weigh station pilot program.





GOAL TWO

To increase and strengthen mutually beneficial partnerships which support the Patrol's mission of promoting public safety.

OBJECTIVES

1. To develop a partnership with at least one external entity that uses technology to accomplish law enforcement-related training and the delivery of highway safety information/training prior to 31 December 2013.

Action Guidelines

- A. Training and Technology Sections identify future program needs, the necessary infrastructure and funding requirements, and potential partnerships.
 - B. Deliver/evaluate training for internal and external customers.
2. To develop at least two partnerships with colleges and universities to encourage research and exchange knowledge for the purpose of process improvement in highway safety, marketing, and/or public/business administration prior to 31 December 2013.

Action Guidelines

- A. Research and Planning will identify potential topics for future collaborations with university/college faculty or students.
- B. Determine scope, skills, knowledge base, or mutual expectations of any project for both the NCSHP and the colleges or universities.
- C. Implement, monitor, and evaluate the success of both the content and process of the projects.



3. To develop proactive partnerships with all levels of government, philanthropies, and the private sector for the purpose of serving our citizens more effectively and improving our community relationships continuously throughout the life cycle of this strategic plan.

Action Guidelines

- A. Patrol employees identify potential public/private partnerships and evaluate anticipated expectations and resulting productivity from establishing the partnership.
- B. Determine scope, strategic purpose, infrastructure development, and mutual expectations of any project considered.
- C. Develop marketing tools and strategies to use in seeking partners.
- D. Establish processes or systems to communicate efforts/developments with all levels of staff within NCSHP (for example, blogs, internal newsletter, intranet, and various activity reports).





GOAL THREE

To create a work environment that develops and sustains a professional and productive work force.

OBJECTIVES

1. To design and implement professional development for all employees by 31 December 2013.

Action Guidelines

- A. To extend leadership development to all employees (i.e. extend current FBI/LEEDA training to all employees based on train-the-trainer model; refresher training).
 - B. To design and implement a formalized mentoring program for new hire retention, career progression, and promotion.
 - C. To ensure consistently trained Telecommunicators statewide by designing and implementing a Communications Training Officer (CTO) Program.
 - D. To retain institutional knowledge by implementing a succession planning program.
2. To increase the awareness and participation of all employees in Health Education and Wellness Programs by 10% from 2011 to 31 December 2013.

Action Guidelines

- A. To conduct a survey of all employees to determine awareness and participation levels.
- B. To increase participation in Patrol sponsored wellness programs (i.e. "Patrol Stroll" and "Run on the Wildside").
- C. To require all Troops and Headquarters to hold at least one wellness program annually.
- D. To provide a "Health and Benefits" seminar to every Troop and Headquarters by 31 December 2013.
 - To deliver health education information to all employees with a focus on obesity, psychological well-being, and tobacco use.



- E. To evaluate the Critical Employee Emergency Planning (CEEP) program (funded by Homeland Security) and implement a plan to disseminate this training to all employees.
3. To evaluate the organizational structure to utilize human resources more efficiently and effectively by 31 December 2013.

Action Guidelines

- A. Conduct evaluation.
- B. Implement recommendations.
4. To increase the diversity of the workforce by 10% per underrepresented group (based on Patrol demographics as of 1 January 2011) through recruitment and retention efforts by 31 December 2013.

Action Guidelines

- A. Develop an innovative recruitment program to attract qualified applicants who reflect the diversity of North Carolina's work force.
 - Research and learn from other successful recruiting programs (benchmarking).
 - Create internal focus groups (possibly partner with outside universities and law enforcement agencies to execute and evaluate).
 - Develop a plan to implement recommendations of focus groups and other research.
 - Conduct training sessions on how to recruit personnel to a "service-oriented" career.
- B. Market the Patrol online.
 - Consider internships for web page design.
- C. Encourage recruitment through community policing.





GOAL FOUR

To improve the operational readiness of the infrastructure of the North Carolina State Highway Patrol.

OBJECTIVES

1. Complete Phase 1 of a two-phase project for capital improvements to the Training Academy Campus/Data Center by 2013.

Action Guidelines

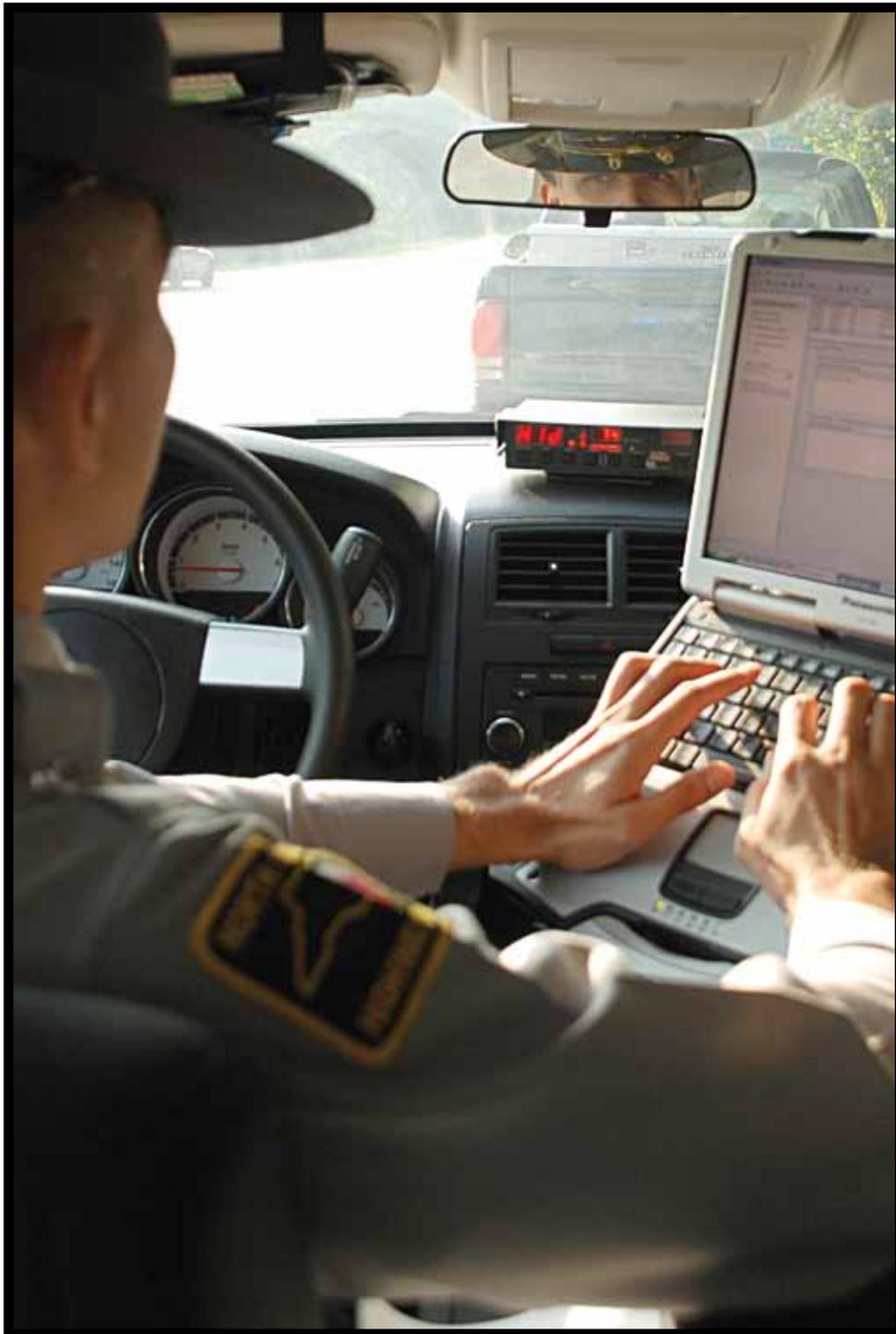
- A. Complete construction ready plans for Phase 1 by end of second quarter 2011.
 - B. Submit capital improvements funding request for Phase 1 before the end of the fourth quarter of 2012.
 - C. Begin Phase 1 construction by the end of the fourth quarter of 2013.
 - D. Complete Phase 1 of project by the end of the second quarter of 2014.
2. Upgrade and improve communications systems and facilities.

Action Guidelines

- A. Complete current upgrades underway for Communications Centers.
 - B. Develop a partnership to complete a feasibility study of current and future communications systems needs by the second quarter of 2012.
 - C. Seek funding based on recommendations of the feasibility study.
3. Research and evaluate the current infrastructure needs of the Patrol and develop a plan for the future.

Action Guidelines

- A. Develop a partnership and complete a feasibility study by the fourth quarter of 2013 to better manage facilities in the future.



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